



# IG Newsletter

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## ORGANIZATIONAL INSPECTION PROGRAM

By MAJ John Duncan

The Organizational Inspection Program is a management tool for ensuring that leaders and soldiers comply with policies, directives, and regulations set forth by the Department of the Army, the Department of Defense, and a myriad of other governmental bodies, such as the Environmental Protection Agency. In the old days, a team from the Office of the Inspector General descended upon a unit with a host of subject matter experts and proceeded to turn them inside out. The fallout from their bloody trail often meant relief for cause and reorganization only to suffer another carnage 12 to 18 months later.

An outcry from commanders convinced the Army's senior leadership to reevaluate how the IG determined whether or not units were complying with the many policies and regulations. Local unit commanders wanted a one-stop document with checklists that would give them the ability to routinely inspect their own units; hence, the concept of the JRTC and Fort Polk Regulation 20-2 was born.

Originally, each inspection area comprised an individual Fort Polk circular. The commander and his staff would have to assemble the appropriate number of circulars in order to conduct an inspection that was tailored to their unit. Eventually, the circulars were

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## CONSIDERATION OF OTHERS

By SFC Robert Williams

Consideration of Others (CO2) is a program that has been developed to aid commanders. It is a tool designed to help build unit cohesion and assist in the complex task of leading soldiers.

A military unit must excel as an organization in order to accomplish its mission successfully. As the difficulty of the mission increases, so does the need for excellence in a unit's organizational character. We in the Army use the term "unit cohesion" to describe organizational character. This term has a great deal of value, not the least of which is its acceptance by a wide range of Army authorities as a common term of reference to use when discussing issues relating to how soldiers operate and fight as a team.

The exact term we use is not critically important. What is critically important is that our soldiers live and work in the type of organization which makes them want to excel and to give their total commitment to the unit's mission; to exhibit, in practice, the "selfless service" we value as American soldiers.

Developing, maintaining, and leading an excellent organization is hard work. Doing so, however, is the vital "pre-mission" task that precedes the successful commitment of our troops to combat. If you, the commander, commit yourself to developing both the tactical/technical competence of your soldiers and their ability/willingness to work together as a military team, then there is little or nothing any enemy can do to stand in the way of our soldiers.

CO2 is a tool that focuses on the vital linkage between the individual soldier and his role as a member of a mighty team. That linkage lies in the definition of Consideration of Others as stated by Major General Robert F. Foley:

***"Consideration of Others" are those actions that indicate a sensitivity to and regards for the feelings and needs of others and an awareness of the impact of one's own behavior on them...***

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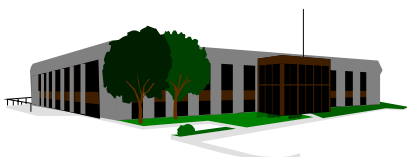
consolidated into the JRTC and FP Reg 20-2, Organizational Inspection Program, which was first published in Dec 95 at a costly \$24 thousand for 947 copies.

Today, you can find the latest version of JRTC and FP Reg 20-2, dated 1 Jan 99, posted on the JRTC and FP Electronic Workplace. The regulation delves into 43 different areas from Records Management and Family Support Plans, to Crime Prevention and Supply Discipline. Users can download the regulation and print all or part of the document, as needed, to conduct an inspection that is tailored to their unit. On the Internet, go to <http://doimnt4/>. This site is easy to use and available to any Fort Polk soldier or civilian employee.

The Office of the Inspector General serves as the primary proponent for the JRTC and FP Reg 20-2 with various sub-proponents serving as the subject matter experts. For instance, during the recent update of the regulation, each sub-proponent was required to update their portion of the document and send it back to the Inspector General in Microsoft Word 6.0 format. As the primary proponent, the Inspector General, in concert with the Director of Information Management, assembled all the sub-proponent information, edited the overall regulation, and ultimately presented it to the Command Group for approval.

The most recent edition contains an entirely new section on Force Protection, provided by Kathy Gordon in the Special Security Office. Additionally, Russ Gulliot from the Directorate of Contracting completely revamped the portion of the regulation dealing with government credit cards. Altogether, we received quality input from all the sub-proponents throughout the installation.

The Organizational Inspection Program is an important tool available electronically to all users on the installation. It is a result of evolution and solid input from commanders and staff alike, striving to streamline our Army while keeping the quality system checks in place that solidify our integrity.



## POSTAL OPERATIONS

By SFC Ward Miller

Unit postal operations at Fort Polk are an issue that keeps coming up at the Inspector General's office. Mail is as important to soldiers as pay, shelter, and chow. It's not as hard as you might think to follow the regulations and standard operating procedures that govern the handling of mail. If you think about it, how can a commander, in good conscience, punish soldiers for not paying their bills when they don't receive their mail on a timely basis? Just think about you not receiving your bills from a creditor or letters from a loved one. Commanders try to do the right thing. But due to the mission and other requirements, mail sometimes takes a back seat. This is something we cannot allow to happen to our fellow soldiers!

The Inspector General's Office has looked into a number of mail complaints in the past year. The most common complaint is simply a soldier not receiving his mail. Looking into these complaints, we found that some soldiers did not receive their mail in accordance with the regulations. Department of Defense manual 4525.6-M, FORSCOM Supplement to Department of Defense manual 4525.6-M, Army Regulation 600-8-3, and JRTC & FP Unit Mailroom SOP dated 1 April 1997 are your primary sources for the handling of mail. Some common reasons soldiers have not received mail:

1. The command took a training holiday, so mail was not picked up or delivered.
2. The Mail Clerk had an appointment and there was no one else to pick up the mail.
3. The Mail Orderly picked up the mail up and gave it to the Platoon Sergeant who is now out on an appointment or a mission.

All of these are inexcusable reasons for soldiers not getting their mail. It is the unit commander's responsibility to ensure that soldiers have the opportunity to receive their mail Monday through Friday excluding Federal holidays.

There are three duty positions within the unit mail system. They are:

1. The Unit Mail Officer.
2. The Mail Clerk.
3. The Mail Orderly.

The Mail Officer conducts weekly unannounced inspections of the unit mailroom and the mail handling areas using the FORSCOM Form 97-R. Their job is to ensure that Mail Clerks and Mail Orderlies understand and comply with current postal directives. Our experience has been that those units that have little

# HOW TO GET THE ARMY ELECTRONIC LIBRARY

By SFC WAYNE GODFREY

The Compact Disk-Read Only Memory (CD-ROM) and the World Wide Web (WWW) will be important tools as we move into the paperless society. In addition to the CD-ROM and the WWW, we now have many regulations and publications from all branches of the service on CD, called the Army Electronic Library (AEL). One of the great features of the AEL is the ability to enter a few words relating to your subject in the "search" function and let the computer scan the regulation or publication. It's fast and efficient.

If you are assigned to a Headquarters, Department of the Army agency and need help getting the CD for the AEL, contact:

**Information Management Support Center  
6602 Army Pentagon  
Washington DC 20310-6602**

If you are not assigned to a Headquarters Department of the Army agency, check first with your local publications control officer located at the Directorate of Information Management, or your unit publications control officer. Since the CD is published quarterly, it is not reprinted or stocked for resupply. Therefore, if your organization is not receiving the quarterly initial distribution, your local publications personnel need to update their 12-series subscriptions as soon as possible.

The US Army Publishing Agency (USAPA) WWW home page (<http://www-usappc.hoffman.army.mil>) contains instructions for ordering and using the subscription system. Adding the CD or making a subscription change through the WWW requires entering the Initial Distribution Number (IDN) of the AEL CD, which is **040803**. This CD is listed on DA Pam 25-30, Consolidated Index of Army Publications and Blank Forms, as **EM 0001**.

Some customers, particularly those without access to the WWW, will use the STARPUBS DDN Interface System software to request initial distribution of the CD. These e-mail requests go to [usapa@pubs.hoffman.army.mil](mailto:usapa@pubs.hoffman.army.mil). A general customer service e-mail address for the USAPA Logistics Management Division is [customerservice@USAPA.army.mil](mailto:customerservice@USAPA.army.mil).

The Spring, 1998 issue of the Publications Bulletin has the names and phone numbers of individuals who handle various parts of the initial distribution and ordering system. Department of the Army Pam 25-33, User's Guide for Army Publication and Forms, gives general information on the ordering and initial

general information on the ordering and initial distribution subscription. Listed below are some of the official Internet WWW contacts for Army Departmental publications and forms:

1. Administrative forms - [www.usappc.hoffman.army.mil](http://www.usappc.hoffman.army.mil)
2. Technical manuals & equipment publications - [www.logsa.army.mil](http://www.logsa.army.mil)
3. Training & doctrinal publications - [www.atsc-army-org](http://www.atsc-army-org)
4. Engineering & design - [www.usace.army.mil](http://www.usace.army.mil)
5. Medical content - [www.armymedicine.army.mil](http://www.armymedicine.army.mil)

Our modern Army is clearly headed the route of a paperless society. The Army Electronic Library is only the beginning of a movement to provide information to soldiers in a compact and timely manner. Soon, offices filled with shelves of three-ring binders loaded with outdated publications will be a thing of the past. Catch the wave. Make it a point to get the Army Electronic Library mailed to your unit on a regular basis.



## DISCLAIMER:

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department. The views and opinions expressed in this newsletter are not necessarily those of the Department of the Army or of the command, but wherever possible, are supported by referenced Army regulations, policies or procedures.

## WHAT GETS SENIOR OFFICIALS INTO TROUBLE

**LTC James Stauffer, DAIG, Investigations Branch**  
(Originally published in the IG Information Bulletin Sep 98)

During a recent review of senior official inquiries and investigations, we identified a number of recurring characteristics from which allegations arise and senior leaders get into trouble.

### Personal Misconduct

Failing to take the semi-annual APFT or improperly substituting an alternate event. Exceeding the screening table weight, but certifying compliance with the Army body composition standards without undergoing a "tape test."

Adultery and inappropriate relationships. Typically, these allegations arise out of a special, unique, or unusual personal relationship that gives the perception or appearance the lower ranking person receives special dispensation or favors that others similarly situated did not receive.

Sexual harassment, disparate treatment and abusive profane language. The use of profane language can be easily interpreted as abusive and disparate, especially in mixed company, both male/female and civilian/military environments. This, while perhaps subtle and not readily apparent, can quickly lead to allegations of harassment and discrimination.

### Abuse of authority or position

These allegations occur when the complainant believes the senior leader ignored the problem, swept it under the rug, failed to investigate the issue which resulted in unfair/unjust treatment, or failed to take corrective action. This occurs when the complainant perceives or has actual evidence of unequal treatment. Examples include failure to provide due process during AR 15-6 investigations, relief for cause, letters of reprimand, pre-selection/preferential treatment when hiring, and promoting or rewarding individuals in the organization. Recently, there has been a significant increase in officers being quickly and summarily relieved for cause without the benefit of counseling, mentoring, or time to correct pre-existing deficiencies. Additionally, the failure to write and process evaluation reports in a timely manner does a great disservice to the subordinate and also creates a negative command climate.

### Improper travel and TDY

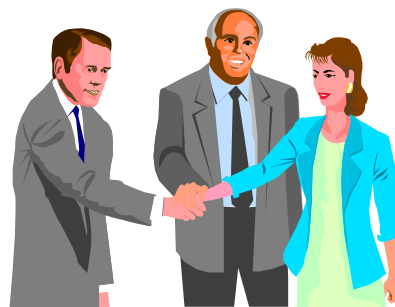
The Secretary of the Army has directed how and when senior leaders are to travel. Senior leaders get into trouble when they: arrange TDY for personal

business; attend ceremonies where they do not have an official purpose; frequently travel to conferences that do not have a direct relationship to their organization's mission achievement; abuse the aircraft priority request system; and redeem government-earned frequent flyer miles for personal use (upgrades or tickets). Senior leaders must make it clear to their immediate staff that they want to travel within the regulations. A good check is to involve the IG and SJA in travel review on a periodic basis.

### Fraud, waste and abuse

Senior leaders who, upon assuming a new position, renovate or buy new office furniture, are a lightning rod for allegations of waste.

The improper use of Government resources includes high risk areas such as: cellular telephones to make long distance calls, sole source contract awards when other viable contract vehicles are available and less expensive, home to work transportation, improper assignments in the AGR program or abusing ADSW, sponsored conferences which require most participants to travel a great distance or to a resort area, and Select Reserve Transition Benefits Program (SRTB) abuse. Of particular concern are recent allegations whereby personnel who are near their mandatory removal date are temporarily moved from authorized positions into positions or units which are being eliminated, in order to qualify for SRTB benefits that would otherwise be unauthorized.



### (POSTAL OPERATIONS - Con't)

or no complaints have a strong Mail Officer who is keenly aware of their duties and takes interests in them.

The other two positions, Mail Clerk and Mail Orderly, are sometimes confused with each other in the eyes of the command. The duties of the Mail Clerk include providing mail service and operating the unit mailroom. Mail Clerks also keep the Unit Postal Officer informed of all problems encountered in the operation of the mailroom. Mail Clerks ensure that mail is delivered only to authorized personnel (the addressee or authorized agent/Mail Orderly). Mail Clerks issue mail to as many Mail Orderlies as needed in the unit providing they are certified unit Mail Orderlies.

**Mail Orderlies are authorized to deliver mail only to the addressee.** Mail Orderlies cannot give mail to another Mail Orderly, commanders, first sergeants, or platoon sergeants. They must safeguard the mail at all times. If they are unable to deliver it to the addressee, then they must return the mail back to the Mail Clerk. This is where most of the problems have occurred here at Fort Polk.

Unit commanders are responsible for everything that goes on in their mailroom. Mail is a major issue on the installation. The handling of mail is governed by Army regulations and Federal laws. Know the rules of the road. Do the right thing! Ensure that your soldiers get their mail in a timely manner and that it handled by the right people.

### (CO2 - Con't)

The concept this definition emphasizes is that ultimately CO2 involves the **awareness**, the **actions**, and the **responsibility** of the individual soldier. The capability of each of your soldiers to recognize that their attitudes, actions, and words affect others in their unit is important. Their willingness to take responsibility for those attitudes, actions, and words, to the point of changing them when necessary, is what CO2 is all about.